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APR 21 1953

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MEMORANDUM TO: Deputy Director (Administration)

FROM : Management Officer

SUBJECT : Passenger Transportation Functions of the Personnel Office and Logistics Office.

1. PROBLEM. The problem approached by this staff study is the elimination of duplication of effort between the Central Processing Branch, Personnel Division (Covert), Personnel Office, and the Passenger Movement Branch, Transportation Division, Logistics Office.

2. FACTS BEARING ON THE PROBLEM.

- a. The purpose to be accomplished by the establishment of the CPB was to provide a single physical location where the traveler would receive the maximum amount of processing necessary to overseas travel.
- b. At present CPB has  transportation positions on its T/O. These employees interview travelers and prepare a tentative itinerary which is then sent to PMS where actual travel arrangements are made.
- c. The PMS personnel check the tentative itinerary, duplicating in part the work of the CPB.
- d. Where reservations cannot be secured in line with the tentative itinerary, a new one must be prepared. This is at times done through CPB and at times by an interview between the traveler and PMS personnel. This requires additional time which must be saved.
- e. The General Services Office states that CPB and PMS will be moved to adjacent space in whichever building space is available. This move will probably occur in June.

3. DISCUSSION.

- a. The principal reason for duplicated work and loss of time is the fact that the traveler's itinerary is prepared by one employee and the actual travel arrangements are made by another. Obviously, in the course of an interview, the interviewer obtains a great deal more information about the traveler, his situation with respect to his dependents and property, and possible alternate plans, than could be set forth in writing on a proposed itinerary. The ideal arrangement would be one where the interviewer also made the travel arrangements, either at the time of the interview or later, if necessary, because of complexities of a particular travel situation.

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- b. Non-personnel functions performed in CPB such as security, medical, and finance are a minor part of the work of the organizational elements they represent and should not reasonably be considered on the same basis as the transportation function. Overseas travelers, with their dependents and household goods, represent more than half of the work involved in personnel transportation. For this reason it does not necessarily follow that the passenger transportation function would be as satisfactorily performed if distributed between two components of the Agency as is the case with security, medical, or finance.
- c. There is, however, a clear, undeniable requirement that the overseas travel processing be administratively directed by a single head. This administrative responsibility resolves itself into a matter of scheduling the processing of travelers and determining that each element of the processing has been accomplished. It is obviously not the responsibility of the administrative head of the processing unit to actually perform each element of the processing. For example, all he can do with respect to required inoculations is to arrange for such inoculations to be given by the Medical Office and determine, before releasing the traveler, that the inoculations have actually been given. The same situation applies with respect to Finance. The check must be written elsewhere. However, since space limitations do not permit the necessary medical, finance and other facilities to be located at the travel processing site, provision must be made at that site for arranging or securing the necessary services. This is accomplished by having representatives of these various components at the CPB location.
- d. Where it is possible to locate at the processing site any of the required facilities for such processing it would hardly be necessary that the head of the processing unit be held responsible for anything more than getting the traveler to that part of the processing site where the service is available and determining later that the arrangements had been made.

4. CONCLUSIONS. It is concluded that:

- a. Procedures are required to eliminate duplicate work and provide that travel arrangements be made by the employee who interviews the traveler.
- b. All functions now performed in CPB except that of passenger transportation, remain in CPB.
- c. All passenger transportation functions now divided between CPB and PWB be consolidated in PWB, except for the processing of deep cover personnel which should remain a responsibility of CPB, since this work is chiefly advising and involves little or no actual transportation arrangements made through Agency facilities.

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- d. The CPB and PNB should be physically located in the same area and the space layout be designed to facilitate the processing of travelers.
- e. The Chief of CPB should exercise normal supervisory direction of personnel on the CPB T/O and be responsible for so scheduling travelers that they will be directed to the PNB and for determining that necessary transportation arrangements have been made.
- f. The Chief of PNB should be responsible for promptly processing such travelers as may be referred to him by CPB and completing such forms as may be required to advise the Chief of CPB that transportation arrangements have been completed.

5. **RECOMMENDATIONS.** It is recommended:

- a. That in accordance with present plans of the General Services Office, the CPB and PNB be moved to adjacent space as soon as possible.
- b. That the [redacted] CPB, be transferred to, and absorbed in, the PNB T/O and that these [redacted] slots be abolished in CPB.
- c. That the attached flow charts, Annexes A through D, be approved as the basic procedures governing the transportation aspect of processing travelers for overseas duty.

*Charts not rec'd in LO*

*W. L. PEEL*  
W. L. PEEL

4 Enclosures  
Annexes A thru D

Concurrences:

[redacted]  
Chief, General Services Office

[redacted]  
Chief of Logistics

*4/23/53*  
Date

*4/23/53*  
Date

*Comment - not in  
I, J, K, or L*

Assistant Director, Personnel

Date

Approved (disapproved), exceptions, if any:

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